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GEOGRAPHIC RESEARCH AREA

1. The Geographic Research Area (GRA) is responsible for the production and coordination of foreign geographic and map intelligence in support of CIA operations and intelligence production, as well as preparation of intelligence maps (as distinguished from the usual printing of maps as afforded by the Army Map Service, etc.) for CIA and the other USIB agencies. It maintains a specialized map-reference service and coordinates collection requirements for maps on foreign areas. GRA is organized into three divisions:



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Geography Division

2. The present work schedule of Geography Division (D/GG) is heavily weighted--about 90 percent--to two activities: "Collation Project" which is a joint effort with the Army Map Service to produce a large scale map of the USSR and research support to the Clandestine Services. Actually work on these activities is not distributed evenly throughout the division as the Collation Project is carried out almost exclusively in the USSR Branch and forms about 85 percent of its effort, whereas the support to the DD/P forms a correspondingly large effort in the other branches.

*ARMY and STATE Department review(s) completed.

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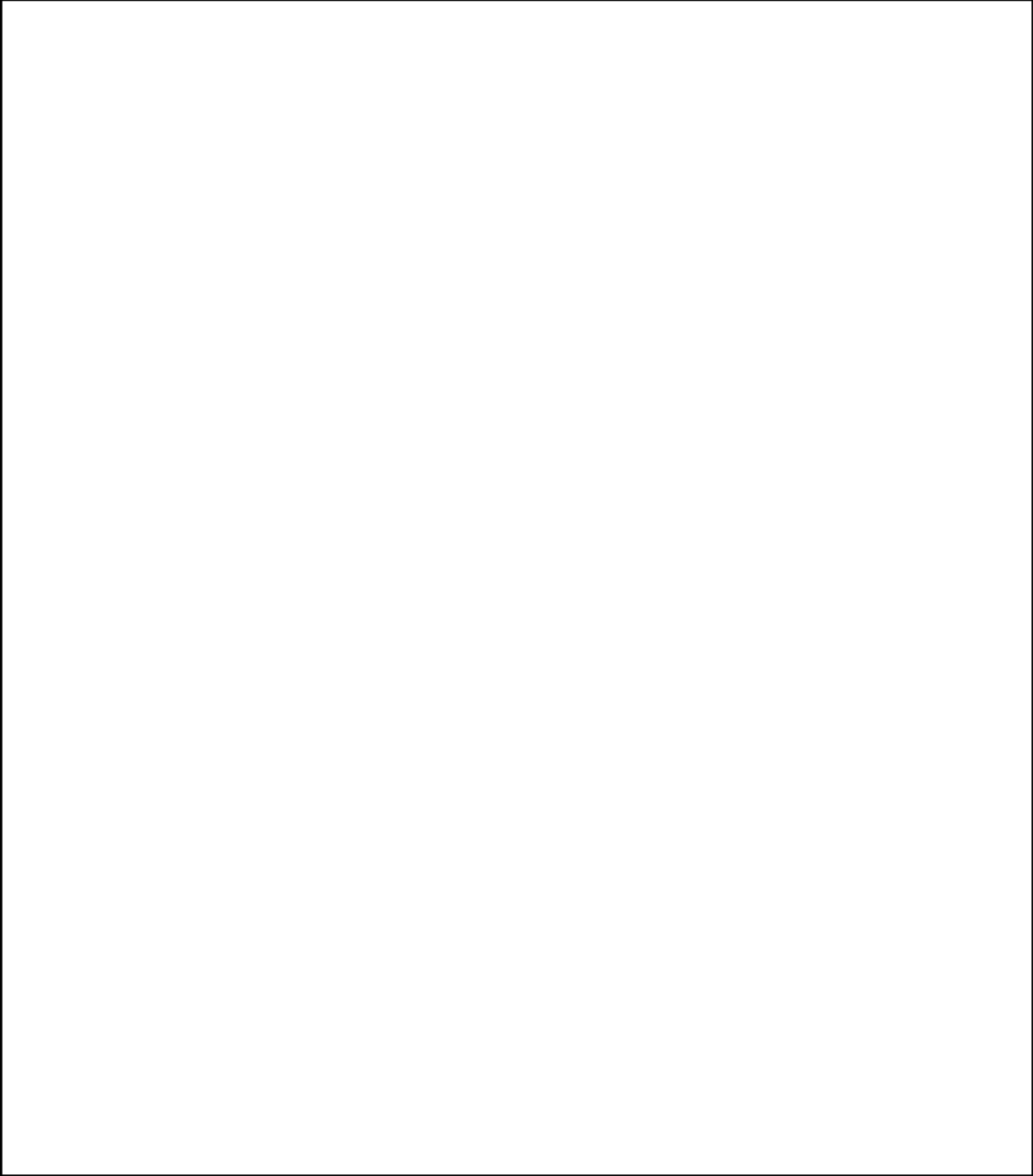
25X1 3. The Collation Project is an ambitious undertaking the objective of which is to produce a 1:250,000 scale map on the entire Soviet Union This is essentially a cartographic project and might logically have been assigned to the Cartography Division (D/GC) except that the immense scope of the undertaking--the Army Map Service is contributing over 200 people to the effort--puts it far beyond the capabilities of D/GC. This project is making a valuable contribution by providing reliable maps on the Soviet Union at a scale useful for intelligence purposes, but not now available. The Collation Project will provide highly accurate maps with detailed intelligence annotations. They should be a boon to many prospective consumers.

4. We note one factor which may develop into a problem in the near future. The T/O of the USSR Branch of D/GC was increased about three years ago to provide additional personnel to work on the Collation Project. The Branch is by some margin the largestⁱⁿ/the division. Work on the project is now approaching the half-way point and under the present schedule it should be completed in another three years. We believe it is not too soon to begin active planning for work to be undertaken by the branch upon completion of the project. Not only will this assure effective utilization of manpower but it will also preclude possible morale problems arising from uncertainty

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about the future among branch members as the project approaches completion.



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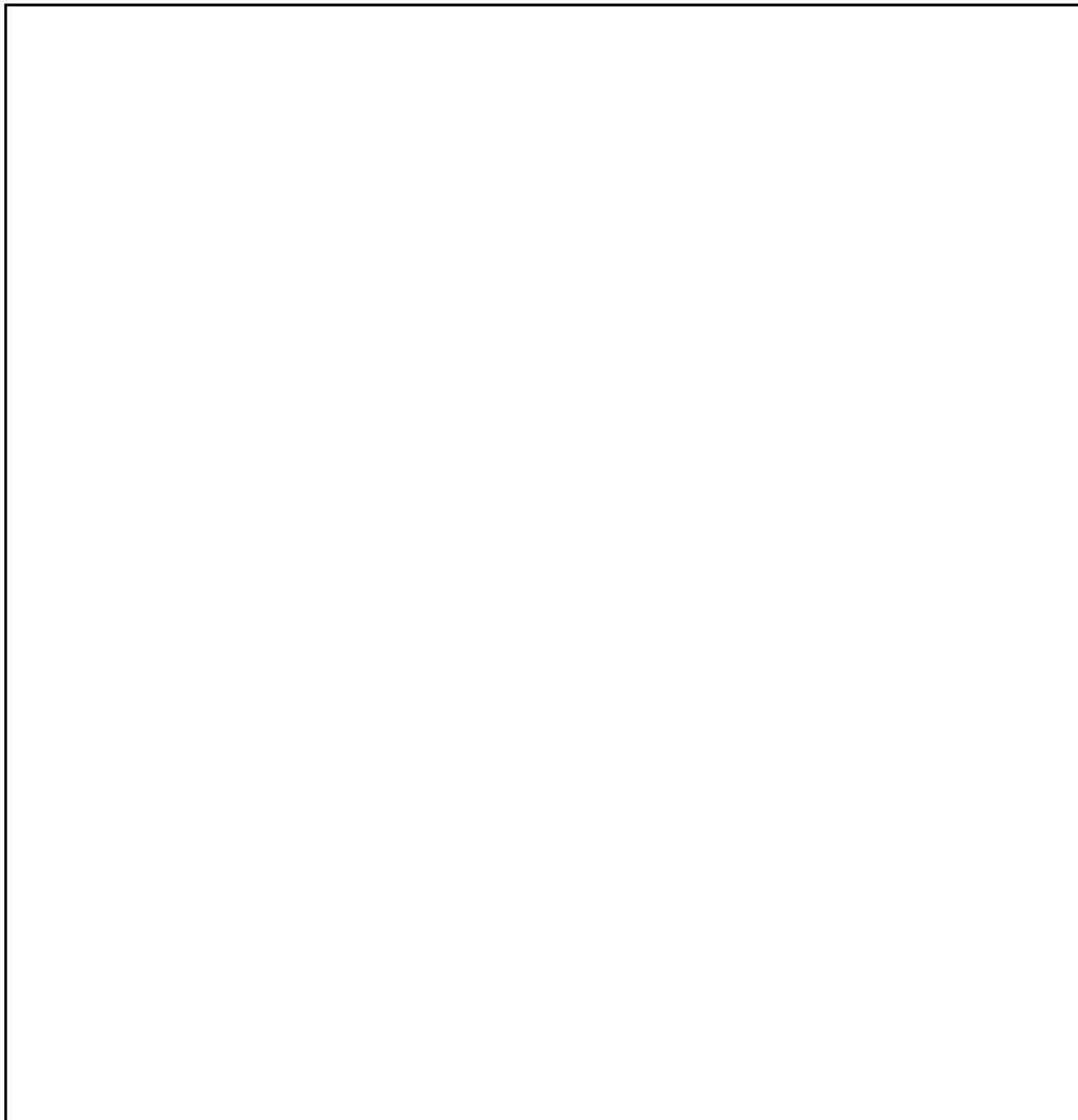
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S E C R E T

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10. We are somewhat concerned that the support potential of the division is not being adequately exploited by other DD/I producing components--OCI, ONE, MRA and ERA. Such support as is

S E C R E T

S E C R E T

rendered to these components appears to result more from sporadic personal contact between analysts than from any institutionalized procedures. Work in support of DD/I components now amounts to 10 percent or less of the division's workload.

11. We believe that the continued location of the Geography Division within the DD/I should be contingent upon a redirection of a substantial portion of the division's assets to support of DD/I components. Failing this we believe the division should be relocated within the DD/P. There are three reasons for our belief in this regard:

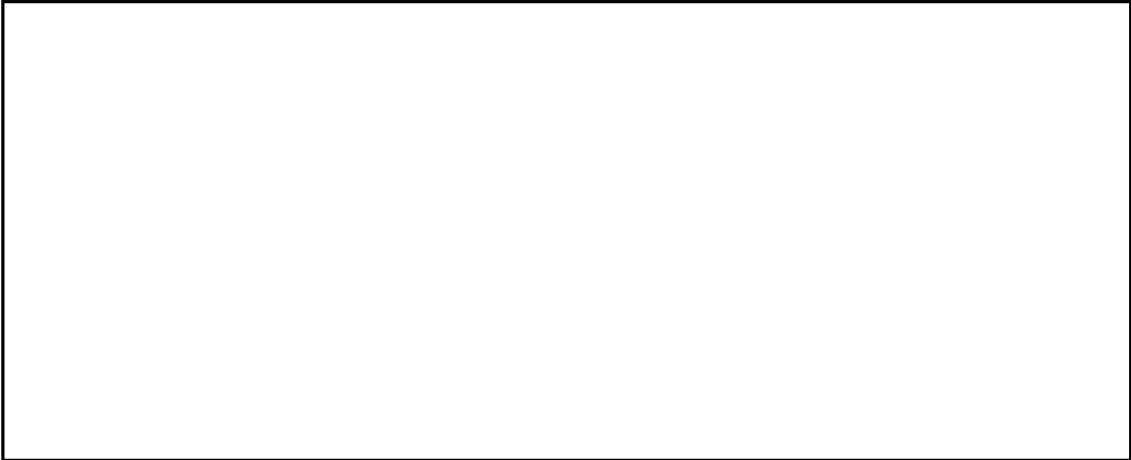
a. D/GG presently justifies its work output in large measure by the fulfillment of requirements from the DD/P which, in turn, levies these requirements without cost to itself in money and manpower. Such an arrangement can, and probably does, encourage the formulation of requirements of a marginal nature. As chief, and virtually exclusive, consumer of the D/GG product outside the Collation Project, the DD/P should accept budgetary responsibility for that part of the division's effort and thus be required to measure the support it receives from this quarter in relation to the other types of support it needs and must pay for.

b. The support which D/GG renders the DD/P would be more effective if the division were organizationally located within

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the DD/P where operational and administrative barriers would be minimized.



It is recommended that:

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The Deputy Director for Intelligence either (a) redirect the support potential of Geography Division to the support of DD/I components, or (b) negotiate with the DD/P for transfer of the Division to the jurisdiction of the DD/P. In the latter event, provision should be made for shifting those personnel working on the Collation Project to Cartography Division so that work on this project will continue under the DD/I.

12. During the course of the inspection examples of a lack of effective relations between D/GG and NPIC came to our attention. In frequent instances the type of support which D/GG and NPIC provide is quite similar with D/GG using geographic expertise and maps as its principal basis while NPIC uses aerial photographs. NPIC has recently set up a Military Geography Branch whose function it is to render

S E C R E T

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much the same type of support as D/GG.

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[REDACTED] We believe that the NFIC product might in many cases be improved with D/GG support; the D/GG product is certainly improved with NFIC backup when applicable. The work of the two components should, in our opinion, be complementary and not, as is often the case, competitive.

It is recommended that:

No. ____

The Deputy Director for Intelligence reduce duplication and improve working relations between Geography Division and NFIC.

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We believe that the NPIC product might in many cases be improved with D/GG support; the D/GG product is certainly improved with NPIC backup when applicable. The work of the two components should, in our opinion, be complementary and not, as is often the case, competitive.

It is recommended that:

No. ____

The Deputy Director for Intelligence reduce duplication and improve working relations between Geography Division and NPIC.

Cartography Division

13. Cartography Division is charged with preparing base maps for the NIS program in accordance with production schedules set by the community. It traditionally has also provided tailor-made maps on demand, essentially to Army components and in support of DD/P operations. These services have continued unabated during a period in which there has been a growing trend in requirements for a wide variety of cartographic services. In recent years there has been a sharp increase for graphics (visual aids) support to complement the traditional map presentation. This has added a substantial burden. The division has been able to meet its growing volume of

S E C R E T

S E C R E T

work through acquisition of new equipment, the development of technical shortcuts, and by internal adjustments in personnel.

14. The volume of work has produced a substantially increased administrative load--a growing telephone business, control cards, tickler systems, etc. Choosing between professional personnel for production and clerical help to handle the more menial chores, the division elected the former. [REDACTED]

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[REDACTED] It had surrendered one professional slot to gain a clerical slot. Division management acknowledges this as a compromise, but feels it was the best solution to its problem under existing circumstances. Despite this, there has been a gradual rise in overtime since 1961, when this new work pattern began. We believe that clerical staffing of the division is inadequate.

It is recommended that:

No. ____

The Deputy Director for Intelligence review the staffing of Cartography Division, ORR, for the purpose of providing adequate clerical assistance, to be accomplished without further reduction of professional slots.

15. Acquisition of new equipment has been one of the ways of maintaining an ability to handle increased work within the existing T/O. At the time of the inspection it was observed that the regional

S E C R E T

S E C R E T

branches of the Cartography Division did not have ready access to a reduction camera, despite a continuing need for such equipment. Printing Services Division (PSD) has one such camera at the Headquarters Building, but heavy demands on it have precluded its use by Cartography Division except one branch, which has a special priority because of its support of the Office of Current Intelligence. A second camera of this type at the Headquarters Building would enable a significant improvement in the ability of the division to respond to ad hoc requests, and would eliminate that portion of the clerical effort now involved in formal, written requests to [REDACTED] installation for this service. PSD has indicated in the past that space limitations have precluded the installation of a second camera at Headquarters Building. Chief, Cartography Division and Chief, PSD, are aware of need for such an additional facility, and are in continuing correspondence with a view to finding a more suitable solution.

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Map Library

16. The Map Library is charged with the twofold responsibility for "maintaining a library of map reference materials for intelligence use by CIA, State, and other agencies" and "of cooperating with the Department of State in the conduct of an interagency map procurement program."

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25X1 [REDACTED] This

Committee was unofficially organized in 1947 by virtually all agencies of the Government concerned with maps, charts, and geodetic information and has since continued to operate on an informal basis to formulate requirements, establish priorities, and contribute to a central purchasing fund.

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17. The dissemination activities of the Map Library are characterized by the severe handicap imposed by its isolated location [REDACTED]

25X1 [REDACTED] and a determined, sustained, and energetic effort to work out ways of overcoming it. A great deal has been done, on the other hand, to cope with the problem of making the Map Library's services and facilities quickly and conveniently available to its clients in spite of the physical separation. Most important of these steps has been the establishment of a "beach-head," a single small room in the Headquarters Building with a selected stock of the maps and reference materials most frequently called for and manned by two trained members of the Reference Branch. [REDACTED]

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25X1 [REDACTED]

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Supported by frequent courier runs and supplementary reference service by telephone, plus a continuing promotional campaign to make the service known to those who need it, these facilities resulted in an increase in requests serviced in 1963 over 1962 of more than 30 percent. A further improvement designed to increase the quality of service to the Map Library's clientele will be the installation this year in the Headquarters Building facility of a viewer-printer which can be used with a file of perhaps 100,000 maps stored on aperture cards or film clips in a very small space to review quickly the available material and in seconds make copies of the maps needed for further study. These steps to make the Library's services available to its customers are symptomatic of its efficient operation. We have no recommendations to make.

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